"Enhancing Employee Onboarding through AI: A Study on AI-Driven Tools and Their Effectiveness in BFSI Sector in Delhi NCR"

Synopsis of the Research Proposal

Submitted for the Registration in the

Ph.D. Program (Part-Time) in Management

By

Neha Sethi

Under Supervision of

Prof (Dr.) H. P. Singh, VSM

Vice Chancellor, The ICFAI University, Jaipur

THE ICFAI UNIVERSITY, JAIPUR

"Enhancing Employee Onboarding through AI: A Study on AI-Driven Tools and Their Effectiveness in BFSI Sector in Delhi NCR"

Synopsis of the Research Proposal

Submitted for the Registration in the

Ph.D. Program (Part-Time) in Management

By

Neha Sethi

Under Supervision of

Prof (Dr.) H. P. Singh, VSM

Vice Chancellor, The ICFAI University, Jaipur

THE ICFAI UNIVERSITY, JAIPUR

ABSTRACT

The increasing complexity and competition in the BFSI industries necessitate the implementation of innovative recruiting integration techniques that are both data-driven and efficient. Analytics in employee onboarding procedures have emerged as a major facilitator in optimising recruiting decisions, forecasting performance, and improving workforce utilisation. This is because analytics can help anticipate performance. The real usefulness of artificial intelligence technologies in boosting onboarding efficiency as well as employee engagement and retention remains under-explored in the Indian context, particularly in the National Capital Region (NCR). This is despite advances in technology that have been prevalent. The objective of this study is to investigate the ways in which AI-driven on- boarding tools are utilised in employee onboarding procedures, evaluate the influence that these tools have on the results of onboarding, and identify the related problems and advantages. The study will gather data from human resource professionals, recruiters, and AI tool specialists working for BFSI companies that are located in the NCR region. The research employs quantitative based approach where the data will be gathered through a survey. A more in-depth comprehension of the ways in which artificial intelligence (AI) tools, methods, and procedures are revolutionising human resource operations and enabling data-informed decision-making is the anticipated resulting consequence. The findings of this study will contribute to the academic debate on data-driven human resource management techniques in India and give HR directors significant insights for their organisations.

KEYWORDS: - BFSI Sector, Employee, AI-Driven Tools Artificial Intelligence, Banking

1. INTRODUCTION

The Banking, Financial Services, and Insurance (BFSI) sector is a critical component of the Indian economy, contributing significantly to financial inclusion and economic development. In the current competitive business landscape, particularly within the BFSI industry, where the pandemic has had a global impact the HR division should function like a strategic partner for the organisation to obtain its aims and objectives, thereby maximising profitability in this challenging marketplace. To thrive in the marketplace and attain success, the organisation must obtain elevated client satisfaction, since this is a crucial element for survival in the banking, financial services, and insurance industry. To enhance customer satisfaction, the HR Department must use new strategies to boost performance and differentiate itself from other organisations in the same sector within this competitive market landscape [1]. Human Resources must implement procedures that enhance employee satisfaction; content workers will contribute to the organisation's profitability by ensuring customer satisfaction. Historically, Human Resources focused on administrative functions such as recruiting and selection; however, in contemporary society, HR is adapting to the emerging patterns of this generation.

Human Resources are advancing towards process optimisation, amplified intelligence, intelligent machines, and AI, aligning with contemporary trends. Artificial intelligence has fundamentally transformed workers' procedures within organisations, particularly in the banking sector. Currently, the predominant term globally is artificial intelligence and its transformative impact on HR practices worldwide. Artificial intelligence is increasingly transforming jobs worldwide across several sectors, leading to workforce restructuring. However, Human Resources have yet to adapt to artificial intelligence, which is not usually linked to this emerging technology. Failure to integrate artificial intelligence into HR procedures may constitute a significant error for any organisation, hindering its ability to expand in the market and thrive in a landscape dominated by new technology and machinery [2].

Globally, the workforce is apprehensive about the integration of artificial intelligence and advanced self-learning machines, since they are diminishing human engagement across several sectors. However, the individual is incapable of comprehending the advantages of this modern

technology, which is designed for the betterment of humanity rather than its destruction [3]. The primary challenge for the HR departments of banks across various organisations is to contend with advanced technologies and to effectively train and reorient their workforce to comprehend the utilisation of artificial intelligence, as well as to facilitate collaboration between employees and AI and robotics.

Artificial intelligence (AI) is transforming a diverse array of modern enterprises, with a particular emphasis on human resources (HR). It is essential for HR positions to be adaptable to effectively manage personnel, as AI is instrumental in facilitating the connection between individuals and technology.

The incorporation of artificial intelligence (AI) and data analysis is having a positive impact on the progression and enhancement of the induction process [4]. AI is able to automate the completion of induction tasks, which helps to reduce the likelihood of possible problems while also saving both time and money [5]. It is possible for businesses to build intelligent online forms, which allow for more efficient data collection, verification, and analysis of employee information than traditional approaches. The use of AI in HR not only revolutionises traditional methods but also enhances the overall experience of working for the company [6].

Data analysis, natural language processing, and machine learning are examples of artificial intelligence techniques that are extensively implemented by HR operations. These techniques are used to improve recruitment processes, increase employee engagement, facilitate performance monitoring, and encourage learning and development initiatives. Chatbots and digital assistants that are driven by artificial intelligence may improve employee engagement by providing instant replies to HR questions, easing the implementation of induction procedures, and recommending personalised opportunities for training and development [7].

ROLE OF AI IN EMPLOYEE RECRUITMENT

The human resources department is undergoing a transformation as a result of the implementation of artificial intelligence (AI), which is providing assistance with a variety of tasks, including recruitment, induction, screening, and interviewing. According to experts,

over 40% of organisations and sectors are integrating artificial intelligence (AI) into their talent acquisition and selection processes. Businesses like Facebook and Google are employing a variety of digital technologies. Applicants' submitted applications are reviewed by artificial intelligence administrators, who promptly resolve issues raised by candidates, while also improving the selection and interviewing process through speech and word-pattern assessments and improving the applicant experience, artificial intelligence can achieve this. The scheduling process is influenced by tools such as Clara and Amy when it comes to arranging appointments for work or interviews. Artificial intelligence may be of assistance by enabling multitasking and reducing the challenges of administrative work through the use of technology and artificial intelligence. It possesses the capacity to enhance efficiency by reducing the number of unnecessary labourers, assist in the selection of the ideal candidate, and provide feedback in real time. One of the ways in which artificial intelligence improves the learning experiences that occur in the workplace is through the execution of tasks that are not visible to the general public, such as data collection, report fulfilment, and data duplication. Utilising these digital technologies and processors results in substantial time savings. This advantage is due to the fact that these technologies and computers enhance the organisation's efficacy and decrease the time spent on activities. The digital environment and the human resources department are both undergoing substantial transformations as a result of artificial intelligence **[8].**

2. LITERATURE REVIEW

Sharma, P., et al. (2024) discovered that integrating artificial intelligence (AI) into human resource management (HRM) systems enhances efficiency and decision-making. This research examines how banking professionals perceive and aim to implement artificial intelligence within human resource management, while also offering key insights for its effective application. Surveys were conducted with HR professionals and employees across eight Indian banks, using a mixed-methods approach. The investigation was guided by the Unified Theory of Acceptance and Use of Technology (UTAUT), which emphasises factors such as competitive pressure, performance expectations, effort required, and enabling conditions. Findings reveal that although there is strong intent to adopt AI, contextual factors significantly influence its actual application. The study underscores that competitive dynamics, perceived performance benefits, and supportive conditions play a vital role in accelerating AI adoption. Establishing enabling environments, providing targeted training, and demonstrating AI's advantages are essential strategies to enhance acceptance. Consideration of ethical concerns and demographic variables further strengthens the analysis, offering a holistic perspective on AI integration in HR practices. Ultimately, this study contributes to both theoretical understanding and practical implications of AI in HRM, particularly within the complex and diverse context of the Indian banking sector.

Goyal, A. A., et al. (2023) identified that swift technological progress and significant transformation have transpired in recent years owing to the development of diverse innovative technologies for information systems. The capabilities of AI, which facilitate interaction between organisational personnel and AI to improve decision-making, have become a focal point in organisational management. Given that accurate judgements are vital for an organisation's success and the achievement of objectives; several enterprises have started integrating AI into their decision-making processes to use the technology's capabilities in data analysis and problem solving. Consequently, the team resolved to compose an academic essay examining the disparities in decision quality resulting from the use of AI across various organisations. This essay illustrates the application of artificial intelligence in

recruiting methods and delineates the most effective AI-driven hiring practices. The study offers a thorough elucidation of the impact of artificial intelligence on the recruiting process and HR professionals' perceptions of AI-assisted recruitment in corporate environments. They have taken into account prior research to fully understand the concept. A thorough examination and conclusions are developed to aid readers in acquiring a more profound understanding of AI as the latest recruiting technique.

Purandare, D. S., et al. (2024) identified that employee onboarding is a pivotal stage in the employee lifetime. This research investigates the role of artificial intelligence in onboarding, emphasising the impact of AI characteristics on this connection. As the domain of human resources evolves, on boarding solutions increasingly use artificial intelligence (AI) to facilitate a seamless and engaging experience for new workers. The AI-driven technologies enhance efficiency, offer personalised experiences, and deliver advanced data analysis capabilities, leading to streamlined boarding procedures and improved outcomes. This article examines the impact of AI on employee onboarding within the broader transformations occurring in human resources. AI solutions facilitate the streamlining of regular activities, develop tailored onboarding experiences, and provide immediate feedback to enhance continuous development. Nonetheless, employing AI has hurdles, like safeguarding personal data and addressing biased algorithms. This study analyses the significant impact of AI on human resources, emphasising both the prospective advantages and the ethical dilemmas that must be resolved for its appropriate use. This paper provides a comprehensive analysis of the practical applications and potential obstacles of artificial intelligence, elucidating its transformative impact on the future workplace.

Pattanayak, S.K., (2021) recognised advantages conferred by AI to improve operational efficiency within the banking sector through automation and process optimisation. The adoption of technologies such as machine learning, natural language processing, and robotic process automation has become a significant trend, enabling financial institutions to augment productivity, decrease operational costs, and enhance service delivery in the financial markets. It reveals how the application of AI in education may facilitate the automation of repetitive operations, expedite decision-making, and improve the efficiency of procedures fundamental to the banking sector. It also addresses the challenges associated with artificial intelligence, such as talent displacement, security concerns, and data privacy issues that may

arise with new and critical technology. This study analyses instances of banks that have incorporated AI, elucidating how institutions might harness the economic potential of AI to achieve enhanced efficiency while mitigating risks. The primary emphasis is on the proper deployment of AI technology while addressing potential obstacles, such as cybercriminal activities and labour force disruptions. The report offers suggestions to policymakers and banking executives for AI application, grounded in best practices and aimed at mitigating adverse outcomes.

Sanchez, Harris et al. (2024) asserted that Generative Artificial Intelligence (AI) has emerged as a transformational technology with applications across several sectors. The potential of generative AI in the domain of human resource management, specifically in employee onboarding and training, remains largely unexplored. This essay examines the potential of generative AI to transform conventional onboarding and training methodologies by highlighting improved personalisation, scalability, and efficiency. This research identifies significant potential and challenges associated with the adoption of generative AI, based on a comprehensive literature review and analysis of current approaches. The results indicate that AI-generated information, interactive simulations, and customised learning pathways can significantly enhance knowledge retention and employee engagement. However, they must address ethical issues, biases, and data security to maximise their benefits. The study finishes with suggestions for incorporating generative AI in organisational learning frameworks, highlighting the necessity of human supervision and on-going assessments to guarantee efficacy.

Saxena, M., et al. (2023) asserted that Generative Artificial Intelligence (AI) has emerged as a transformational technology with applications across several sectors. The potential of generative AI in the domain of human resource management, specifically in employee onboarding and training, remains largely unexplored. This essay examines the potential of generative AI to transform traditional onboarding and training methodologies by highlighting improved personalisation, scalability, and efficiency. This research identifies significant potential and challenges associated with the adoption of generative AI, based on a comprehensive literature review and analysis of current approaches. The results indicate that AI-generated information, interactive simulations, and customised learning paths can significantly enhance knowledge retention and employee engagement. However, they must

address ethical issues, biases, and data security in order to maximise their benefits. The study finishes with suggestions for incorporating generative AI in organisational learning frameworks, highlighting the necessity for human supervision and ongoing assessments to guarantee efficacy.

Bhattacharya, C., et al. (2022) emphasised that in the context of digital transformation, banks need to deliver consumer experiences that strengthen loyalty and trust. Building a strong digital banking framework requires improvements in both operational efficiency and service speed. The study aims to assess how effectively banking services are being implemented. Artificial intelligence plays a crucial role in improving customer engagement and enhancing satisfaction levels. The research mainly addresses banks located in Indian metropolitan regions, which serve technologically inclined customers who expect seamless and customised services. The analysis covers operations across the front, middle, and back offices. Insights into middle- and back-office processes were gathered through interviews with ten senior executives, including the head of IT from leading banks. Additionally, a review of literature and theoretical studies from both Indian and international banks was undertaken to examine AI's role in strengthening customer relations and internal operations. To capture the front-office experience, data were also collected through a survey focusing on the use of chatbots in online banking platforms. A quantitative study employing the Relative Importance Index identifies the primary usage cases prioritised by clients. The Spearman correlation is used to determine the link between the two predominant use cases. The study paper elucidates banking functionalities incorporated with artificial intelligence. Chatbot applications on financial systems are evaluated according to client experience. A positive correlation of 0.247 has been established between the two most prevalent use cases. The document presents IT architecture and optimal practices for the digital banking industry. Given the extensive scope of AI adoption within banking Process, progressive Indian banking can focus on the most widely used applications to strengthen customer engagement. Comparing the features implemented across various banks may provide insights into potential directions for growth in the digital banking sector. The link between chatbot usage and customer behaviour suggests that these tools could support future business expansion for Indian banks. Evidence from studies indicates that individuals who rely on chatbots for customer service are also more inclined to use them for receiving recommendations on offers and discounts.

K.Sathish, et al. (2024) observed that the banking industry is undergoing major transformations, with customers positioned at the core of this change. Technology-savvy clients, who regularly interact with advanced digital tools, expect financial institutions to offer seamless and uninterrupted processes. To fulfill these demands, financial institutions have broadened their services beyond traditional operations, incorporating areas such as retail, IT, and telecommunications, and offering solutions like digital banking, online financial services, and instant money transfers. While these innovations have enhanced customer convenience by making most services easily accessible, they have also resulted in considerable financial implications for the sector. The implementation of AI in financial services, on the other hand, has disadvantages, including concerns around data protection and security, ruled based bias, and potential employment impacts. It is imperative to tackle these challenges and ensure that AI is utilised ethically and responsibly as it becomes increasingly prevalent in banking and financial services. This research study seeks to examine the present condition of AI in banking and financial services, together with its prospective influence on the industry, given the significant operational transformations prompted by the increasing adoption of artificial intelligence.

Shetty, S. K. (2022) highlighted that although artificial intelligence is being introduced in the banking sector, exploring its full potential can be challenging, as individuals are often reluctant to take risks during the early stages of adoption. The study utilised both primary and secondary data sources to assess the effects of AI adoption on customers and bankers, particularly its role in improving efficiency in work processes and transactions. Several hypotheses were formulated and tested to provide useful recommendations aimed at simplifying transactions for clients and reducing workload pressures on banking staff. In total, 200 data points were analysed, comprising 170 responses from customers and 30 from bankers. Primary data was gathered from institutions such as Axis Bank, ICICI Bank, Karnataka Bank, HDFC Bank, and others, while secondary information was sourced from books, journals, and online materials. For analysis, statistical methods including chi-square tests, correlation, and regression were applied.

Jewandah, S. (2018) discovered that technology has transformed the manner in which business is conducted in recent years. Sectorial, technology is propelling organisations

towards substantial development with remarkable efficiency. Artificial Intelligence (AI) is becoming increasingly necessary, and the Indian financial sector is gradually embracing these technologies. The banking sector's adoption has been sluggish in comparison to other industries. This trend may be attributed to the banking sector's reliance on human labour, necessitating human participation in its operations. Nevertheless, the Indian banking sector recognises the necessity to reduce costs and expenditures on superfluous tasks. The Indian banking sector is investigating how to leverage AI to optimise procedures and elevate customer service over time. The article aims to examine the applications of AI within the banking sector and its implications for leading banks in India.

Research Gaps

1. There is limited availability of literature on the comparative framework of using AI tools in the onboarding process within the BFSI sector.
2. Previous research has primarily focused on functional benefits of AI, without sufficient emphasis on onboarding processes and their impact.
3. The existing studies have not adequately explored quantitative performance metrics to derive comprehensive findings.
4. Prior research has largely relied on narrow sampling, thereby limiting the scope for generalisation of results.

3. PRESENT STUDY

3.1 Statement of the Problem

The use of AI-driven onboarding technologies for workforce management and onboarding is becoming more prevalent in the Indian banking, financial services, and insurance sectors. Additionally, the extent to which AI technologies influence staff efficiency and onboarding outcomes remains uncertain. Although numerous businesses have implemented analytical tools, there is a scarcity of documentation regarding their return on investment (ROI), practical benefits, and integration with existing systems. The challenge is the unstructured adoption and evaluation of AI-driven onboarding solutions, which are particularly prevalent in the National Capital Region (NCR), which has a diverse array of BFSI organisations. The objective of this study is to assess the genuine value that AI technologies bring to HR activities and to investigate these gaps.

3.2 Significance/ Rationale of the Study

This research is significant for a variety of reasons, including academic and practical ones. In a practical sense, it may assist human resources departments in acquiring the skills necessary to effectively utilise data during the recruiting process. It contributes to the limited corpus of research in the field of academia regarding qualitative insights on AI-driven induction tools in Indian information technology and information technology services companies. Furthermore, it may be employed to direct policy and strategic HR decisions, thereby facilitating the alignment of HR practices with business objectives.

Definitions of operational terms:

- Recruitment efficacy is assessed through metrics such as quality-of-hire, time-to-fill, and others.
- When we discuss workforce optimisation, we are referring to the strategic planning that is undertaken to optimise productivity and reduce skill disparities.
- Data tools and methodologies are employed to inform HR decisions, which is the definition of "AI-Driven Onboarding Tools."

3.3 Objectives of the Study

This research follows the several objectives:

- To examine the use of AI tools in onboarding processes in BFSI companies in NCR.
- To assess the impact of AI tools on onboarding efficiency.
- To evaluate the role of AI tools in employee engagement and retention.
- To identify the challenges and best practices in implementing AI-driven onboarding tools.

3.4 Research Questions

The study will address the following research questions:

- RQ1: How are AI tools applied in employee onboarding processes in BFSI firms in NCR?
- RQ2: What improvements in onboarding efficiency are observed due to AI tools use?
- RQ3: What challenges are faced by HR professionals in adopting AI tools?
- RQ4: What are the perceptions of HR professionals regarding the impact of AI tools on employee engagement and retention?

3.5 Hypothesis

Based on the objectives of the study, the following hypotheses are proposed:

H1: AI-based onboarding solutions significantly reduce time-to-hire and cost-per-hire in BFSI organizations.

H_{01}: AI-based onboarding solutions do not significantly reduce time-to-hire and cost-per-hire in BFSI organizations.

H2: AI-based onboarding platforms significantly improve the quality of hire as perceived by HR managers and team leaders.

H_{02}: AI-based onboarding platforms do not significantly improve the quality of hire as perceived by HR managers and team leaders.

H3: Organizations implementing AI-driven onboarding experience significantly lower early-stage attrition compared to those using traditional approaches.

H_{03}: Organizations implementing AI-driven onboarding do not experience significantly lower early-stage attrition compared to those using traditional approaches.

H4: The use of predictive models and AI-powered dashboards significantly enhances skill utilization and accelerates role adjustment for new hires.

H_{04}: The use of predictive models and AI-powered dashboards does not significantly enhance skill utilization or accelerate role adjustment for new hires.

4. METHODOLOGY

4.1. Research Design

The researcher is responsible for selecting methods within the research design that have an impact on the data gathering and analysis that they perform, which in turn impacts the results of the study. To conduct this inquiry, the approach of quantitative research will be utilised. This study aims to gain a full grasp of the ways in which AI-driven solutions are utilised in the employee onboarding operations of BFSI firms headquartered in the Delhi National Capital Region (NCR). The investigation will be conducted to achieve this purpose. The researchers have established that a quantitative approach using a structured survey-based questionnaire is the most appropriate method for this inquiry, which aims to investigate perceptions and applications in the real world.

4.2 SAMPLE/ PARTICIPANTS

A purposive sampling method will be used to identify the gathered data from HR professionals, recruiters, and AI tools leads in BFSI firms located in NCR. The sample will include 350 to 400 participants to ensure data saturation. Inclusion criteria include professionals with at least 3 years of experience in HR or AI tools. Participants will be approached via professional networks and company HR departments.

4.3 OPERATIONAL DEFINITIONS OF THE VARIABLES

- Recruitment Efficiency: Time-to-hire, cost-per-hire, quality-of-hire.
- Workforce Optimization: Employee productivity, skill utilization, attrition control.
- AI-Driven Onboarding Tools: Tools and techniques such as dashboards, AI-based ATS, predictive models.

4.4 DATA COLLECTION

i) PRIMARY DATA COLLECTION

Primary Data Collection: For primary data collection, we will be delivering the survey-based questionnaire to human resources personnel at BFSI companies located in the Delhi National

Capital Region (NCR). The method of sampling that has been chosen is known as purposeful non-probability sampling. For the purpose of this investigation, the survey-based instruments have been chosen, and the use of SPSS techniques for thematic analysis has been implemented.

ii) SECONDARY DATA COLLECTION

Secondary Data Collection: - Secondary data is gathered from many sources, such as industry reports, journals, organisational records, published literature, and so on.

iii) PROCEDURE

Procedure: - The procedure will be followed by after ethical clearance, the participants will be contacted to discuss this research. Once consent is obtained, the questionnaire will be distributed, and responses will be collected. The respondent's data will be recorded with permission and analyzed the data thematically.

iv) ETHICAL CONSIDERATIONS: CONSENT/ACCESS/ AND PARTICIPANTS' PROTECTION

Ethical Considerations: - We obtained the data from HR with their consent and guaranteed the confidentiality and protection of the participants' personal information.

5. DATA ANALYSIS/ DISCUSSION

Through the utilisation of the SPSS program, we will carry out quantitative analysis on the data. This will make it possible for us to evaluate the data from a number of different types of tests, such as the analysis of variance (ANOVA), the chi-square test, and other statistical approaches. The use of this quantitative method will make it feasible to explore the attitudes and practices that are linked with AI-driven onboarding technologies in the context of employee onboarding procedures. This will be achievable because of the utilisation of this methodology. In order to present subjects and ideas that are frequently encountered, it is possible to make use of descriptive tables. The statistical package known as SPSS might prove to be useful in the process of systematic coding and visualisation when it is available.

6. LIMITATIONS AND DELIMITATIONS

Limitations:

- This study particularly focuses on a specific region rather than other parts of India.
- This research collects data through surveys; however, HR professionals and employees may be biased in their responses.
- There are few organisation that may restrict detailed process and limits the in depth analysis.

7. WORK OF THE PLAN

The research will be completed in a series of stages, which include the following:

Phase I: Literature Review – In this phase, we will review all the researches done in past that follows our defined theme of research and will find the gaps to justify our research objectives. For this, we will take 1-2 months.

Phase II: Tool Development and Pilot Testing – In this phase, we will develop survey tool that will help us to collect data. After collecting 10% of data collected, we will do pilot testing to validate our questionnaire. It will take around 3 months to complete.

Phase III: Data Collection – We will collect data from the selected respondents from BFSI firms HR through survey-based method where we distributing the questionnaire. It will take around 4-5 months.

Phase IV: Data Analysis –In this phase, we will analyze the collected data from SPSS software where we used several tests like t-test, chi-square, ANOVA etc.

Phase V: Writing and Submission – In this phase, based on our observation, the findings of this study will contribute to the academic debate on data-driven human resource management techniques in India and give HR director's significant insights for their organisations.

8. REFERENCES

1. Donepudi, P. K. AI and machine learning in banking: A systematic literature review. *Asian Journal of Applied Science and Engineering. 2017, 6*(3), 157–162.
2. Rafique, M., Asim, M., & Manzoor, S. Human Resource Management in Industrial Revolution 4.0. 2021. Academic Press
3. Suresh, A., & Rani, N. J. Role of Artificial Intelligence (AI) in the Indian Banking Scenario. *Journal of Information Technology and Economic Development. 2020, 11*(2).
4. Purandare, D. S., Bhadange, P. S., & Sharma, P. V. (2024). The impact of artificial intelligence on employee onboarding programs. *Educational Administration: Theory and Practice. 2024, 30*(3). https://doi.org/10.53555/kuey.v30i3.10274
5. Rajesh, S., Kandaswamy, M. U., & Rakesh, M. A. The impact of Artificial Intelligence in Talent Acquisition Lifecycle of organizations: A global perspective. International Journal of Engineering Development and Research. 2018, 6(2), 709-717.
6. Yawalkar, M. V. V. A study of artificial intelligence and its role in human resource management. International Journal of Research and Analytical Reviews (IJRAR). 2019, 6(1), 20-24.

11. Nosratabadi, Saeed, et al. "Artificial Intelligence Models and Employee Lifecycle Management: A Systematic Literature Review." *Organizacija*, vol. 55, no. 3, 2022, pp. 181–198, doi:10.2478/orga-2022-0012.

7. Seth, D., Gupta, M., & Singh, B. J. Study in the BFSI sector on the role of AI in human resource management. In *Advances in Marketing, Customer Relationship Management, and E-Services.2022* (pp. 173–181). IGI Global.
8. Sharma, P., Sharma, V., Diddee, S., & Sandhu, S. (2024). Influence of artificial intelligence on employee performance in banking industry-an Indian perspective. In *Advances in Economics, Business and Management Research* (pp. 408–424). Atlantis Press International BV.
9. Goyal, A. A., Madhavi, N. B., Kurian, J. S., Haque, M., Shafiuddin, M., & Upreti, K. (2023). Effectiveness of artificial intelligence for enhancing decision-making process of recruitment in HRM process. In *Lecture Notes in Networks and Systems* (pp. 415–423). Springer Nature Singapore.

10. Purandare, D. S., Bhadange, P. S., & Sharma, P. V. The impact of artificial intelligence on employee onboarding programs. *Educational Administration: Theory and Practice. 2024, 30*(3). https://doi.org/10.53555/kuey.v30i3.10274
11. Pattanayak, Suprit Kumar. The Impact of Artificial Intelligence on Operational Efficiency in Banking: A Comprehensive Analysis of Automation and Process Optimization. 2021, 08. 2049-2061.
12. Sanchez, Harris & Song, Mei. Integrating Generative AI in Employee Onboarding and Learning Processes. 2024.
13. Saxena, M., & Mishra, D. K. Artificial intelligence: the way ahead for employee engagement in corporate India. *Global Knowledge Memory and Communication*. 2024. https://doi.org/10.1108/gkmc-09-2022-0215
14. Bhattacharya, C., & Sinha, M. The role of artificial intelligence in banking for leveraging customer experience. *Australasian Accounting Business and Finance Journal. 2022, 16*(5), 89–105. https://doi.org/10.14453/aabfj.v16i5.07
15. K. Sathish, & Renu, M. Adoption of AI in banking system A case study on Indian banks. *South Asian Journal of Engineering and Technology. 2024, 14*(3), 44–56. https://doi.org/10.26524/sajet.2024.14.8
16. Shetty, S. K. *Impact of artificial intelligence in banking sector with reference to private banks in India*. 2022 Ucv.Ro. Retrieved July 28, 2025, from https://cis01.central.ucv.ro/pauc/vol/2022_32/7_PAUC_2022_59_75.pdf
17. Jewandah, S. How Artificial Intelligence Is Changing The Banking Sector –A Case Study of top four Commercial Indian Banks. *International Journal of Management, Technology and Engineering. 2018 8(7), 525-530*. Ijamtes.org. Retrieved July 28, 2025, from https://ijamtes.org/gallery/66.july%20ijmte%20-%20711.pdf